47455-4

Michigan Management and
Executive Development Studies #6

A Review of Managers in U.S. Industries

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ISBN 0-87712-257-1

Introduction

For a number of years the Executive Education Center and the Division of Research at the School of Business, The University of Michigan, have collected data on managers and executives. Publications entitled *The Newly Promoted Executive, A Study in Corporate Leadership* (published yearly since 1981); *A Managerial Profile*, 1984; and *A Managerial Profile: The Woman Manager*, 1985 have contributed to an understanding of the people who head U.S. industry. An additional monograph on *The Asian Manager* is forthcoming.

Data which follow summarize information collected via questionnaires from managers who attended executive education programs at the School of Business, The University of Michigan. Profiles of those managers are based on 6,223 responses, 4,763 males and 1,361 women — 99 did not indicate their sex — who are occasionally contrasted in the following discussion.

Readers will see that the results are tabulated under four major headings: Career patterns; Education; Personal; and Lifestyle. This latter category is a new addition to the questionnaire base, adding a dimension now prominently receiving emphasis in workplaces throughout the world.

On occasion the term "Executives" will be inserted, that is, comparative data from the publications on Chairmen, Presidents, or Vice-Presidents, as based on the *Newly Promoted Executive* series.

A major thrust of the study is to create a profile of managers, those people aspiring to reach the executive level, and in the process to trace career patterns, educational trends, personal behaviors, and changing lifestyles.

The authors are receptive to suggestions on future desired information.

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CAREER PATTERN

1. Industries represented.

Over 75 different industries are represented in the management group, ranging from the nonmanufacturing area of advertising and public relations to the manufacturing area of transportation equipment. As one might expect, the range of companies represented was diverse.

When collapsing the different industry groups into major business categories, two-thirds of the managers came from the areas of durable goods, manufacturing; and nondurable goods, nonmanufacturing.

The relative frequency of the managers, by major business categories and by sex, follows:

Business Group	*Total*	*Male*	*Female*
Durable Goods, Manufacturing	33.5	36.8	22.6
Nondurable Goods, Manufacturing	22.6	24.0	17.1
Finance, Insurance, Real Estate	10.5	8.3	18.2
Regulated Industries	12.8	12.8	12.4
Professional Services	4.4	3.6	7.1
Retail and Wholesale Trade	3.2	3.1	3.3
Other Industries	13.1	11.2	19.3
	100%	100%	100%*

* Rounding will sometimes result in percentages greater or less than 100%.

2. Company size as measured by annual gross operating revenue.

Over 55 percent of the companies have an annual gross operating revenue in excess of $500 million. Approximately one-third exceed $2 billion, and almost 15 percent have a gross operating revenue in excess of $10 billion a year. At the other end of the spectrum, only 23.1 percent of the companies have an annual gross operating revenue of less than $100 million.

From these data it can be concluded that the results of this study are more heavily influenced by large rather than by small firms; the reader should keep this in mind as the data are highlighted.

From these data, it can also be inferred that small enterprises are less likely than large firms to take advantage of formal, offsite management education programs. Reasons for this conclusion may include the following: a lack of interest in formal management education programs or management development; a financial inability to support management candidates at a formal, offsite management education program; or a lack of commitment to management education and development in ways other than on-the-job training.

Gross Operating Revenue	*Total*
Under $100 million	23.1
$100 million to less than $500 million	21.1
$500 million to less than $1 billion	11.2
$1 billion to less than $2 billion	12.3
$2 billion to less than $10 billion	17.8
Over $10 billion	14.5
	100%

3. How long have you been with your present employer?

A quick view of the following table suggests major clustering between one year through fifteen years. Translating all ranges into means results in the average length of service with the present employer to be 8 years with a median of 8.5 years.

Years with Company	*Total*
Less than 1	5.6
1-5	29.7
6-10	24.5
11-15	16.2
16-20	11.4
21-25	6.7
26-30	3.4
Over 30	2.6
	100%

4. Level within the managerial hierarchy.

Positioning an individual within an organizational hierarchy on the basis of job title can be difficult and sometimes misleading. One way to circumvent this problem is to consider the span of control and the relative management level within the organization's management hierarchy.

— Span of control.

The number of persons directly or indirectly reporting to a manager is one means of judging the degree of influence exercised within an organization. Among the managers, 36.9 percent reported they had fewer than five people directly reporting to them. From a different perspective, 17.7 percent of the managers had no direct reports while 63.1 percent reported that they had five or more employees who were direct reports.

Indirect reports is another means of viewing the manager's sphere of influence. As one would expect, the number of persons indirectly reporting to a manager is larger and these data support this expectation. According to the data, the median number of indirect reports is 9.0 persons; it is especially interesting to note that 25 percent of the managers report they have only 1 employee indirectly reporting to them.

One can visualize the span of control to be like a series of concentric circles — the smallest circle being the

direct reports while the largest circle is the indirect reports. There are additional means for measuring the degree of influence, but these were not measured in this study.

— Relative management position.

How high in the managerial hierarchy has the individual risen is a topic of interest when one attempts to position or judge the prestige or significance of an individual's management position. The managers in this study were approximately in the middle range of the management hierarchy. Over 44 percent of the management groups reported there were two or fewer levels of management separating them from the CEO. In contrast, two-thirds also reported there were two or fewer levels of management below their current management positions.

5. Length of time in previous position.

Few managers move out of their jobs in less than one year or even within two years. Managers in this study — at least 24.5 percent of them, also the mode — were in their previous position for at least two years before reaching their current level in the organization. The mean number of years in a previous position was 3.12 with the median at 3.87.

Years in Previous Position	*Total*
Less than 1	9.6
1-2	11.8
2-3	24.5
3-4	18.0
4-5	9.3
5-6	9.4
6-10	10.9
10-15	4.5
15 or more	2.0
	100%

6. How many companies have you worked for?

Slightly over 50 percent of the managers had worked for fewer than two organizations during their careers. On the other hand, approximately 11 percent of the managers had worked for more than three different employers. Given these results, it is apparent these managers have not been prone to move from company to company in order to enhance their professional career.

7. Have you ever worked abroad? If so, for how many years?

One would not expect younger managers who make up this study — mean age 38.3 — to have spent as much time abroad as have senior corporate executives. About one in ten managers have worked abroad as compared with one in five of the chairmen, presidents, and vice-presidents noted in our 1985-86 executive study. Managers are gaining momentum in their careers; it follows that executives who have reached the top will have had more time and opportunity to have worked overseas.

The length of service abroad ranges from one year to thirty-seven, with the mean at 4.8 years. Over double the number of males, 12.1 percent, have worked abroad compared to 5.0 percent of the females.

Worked Abroad	*Total*	*Male*	*Female*
Yes	10.5	12.1	5.0
No	86.5	87.9	95.0
	100%	100%	100%

Number of Years of Foreign Service	*Total*	*Male*	*Female*
Median	3.0	3.0	2.0
Mean	4.8	5.0	3.0
	100%	100%	100%

8. Major area of responsibility.

— Current job.

Marketing/Sales and Personnel/Industrial Relations were the most common positions held by the managers; the third most frequently mentioned area of responsibility was Production/Operations. It is especially interesting to note that these managers frequently began their careers in other functional areas, but they soon moved into their current areas of responsibility.

— Most time.

Marketing/Sales, Production/Operations, and Personnel/Industrial Relations represent the functional areas in which these managers have spent the major portion of their young professional careers. That is, the last several jobs the managers held were in their current functional area where they spent approximately 11.5 years.

— Upward progress.

Almost one-third of this management group reported that Marketing/Sales was the fastest route up the management ladder. Production/Operations and Personnel/Industrial Relations were a distant second and third, respectively. However, these results should not be generalized because of the nature of the sample and the selection process that brought them to Michigan.

— Starting over?

Marketing/Sales was the favored area in which those managers would concentrate if they were to start over. This finding was similar to that reported in the 1985-86 executive study. Production/Operations and Personnel/Industrial Relations were the second and third choices. However, they were far back in the frequency of choice. These results may be indicative of the current positions held by the managers and their need to demonstrate a functional competence. Once they have succeeded functionally, then a broader

Major Area of Responsibility	*First Job*	*Current Job*	*Last Job*	*Second-to-Last Job*	*Third-to-Last Job*	*Most Time*	*Fastest Route Up*	*If Starting Over*
Production/Operations	25.0	16.1	19.1	22.9	23.3	21.0	19.7	16.2
Marketing/Sales	19.0	21.2	21.3	20.8	20.5	21.1	33.5	25.8
Finance/Accounting/Taxes	11.9	8.4	10.0	9.8	9.8	10.2	8.4	9.6
Personnel/Industrial Relations	8.3	20.1	13.7	11.1	11.5	13.6	10.3	13.4
Research and Development	10.0	6.3	6.9	7.5	8.1	7.9	3.5	6.4
Law	1.1	0.7	1.2	1.1	1.1	1.2	0.9	4.3
General Management/ Administration	6.2	14.1	10.8	9.4	8.6	8.8	12.4	10.0
Computer/Information Systems	5.0	5.3	6.0	5.5	5.3	5.7	7.3	9.1
Other	13.5	7.9	11.1	12.0	11.8	10.5	4.0	5.1

general management perspective becomes most important.

9. Are you now a director of your company?

As one might guess, few managers are directors of their own companies, only 5.7 percent holding such membership. Fewer females (3.2 percent) hold directorships in comparison to the males (6.5 percent).

10. Number of outside directorships.

Just over 96 percent of the managers held no outside corporate directorships; this is not surprising since they are members of middle management and relatively young. They aren't in the pool of management talent from which directors are drawn. Experience, demonstrated performance, and managerial visibility are attributes these managers have yet to achieve.

Number of Outside Corporate Directorships	*Total*
0	96.2
1	2.7
2 or more	1.2
	100%

11. Number of nonprofit organization directorships.

More managers hold directorships in nonprofit organizations (16.2 percent) than in their own company (3.8 percent). In other words, it seems younger executives are early involved in service organization work, probably nonprofit. As they rise to a higher executive level they may become a director of their own company, in numbers reaching 92.7 percent when chairmen, 76.2 percent as president, and 10.8 percent as vice-president, as based on the 1985-86 *Newly Promoted Executive* study.

12. Annual base salary prior to current position.

13. Annual base salary of current position.

The news on salaries — for the males at least — is that as one moves from one position to another, the percentage of salary increase is in excess of 25 percent, as measured by either the median or the mean. Base salaries as a whole for a previous position ranged from $9,600 to $50,000, with the mode being $30,000.

Managers' current salaries ranged between $12,000 and $57,000, with a mode of $30,000. Women, in all categories, lag behind the men, falling $16,033 behind as based on the mean salary in the current position. It should be pointed out that one possible reason for a lower salary for the women is that they are, on average, nearly five years younger than their male counterparts.

Regardless, managers' — both males and females — salaries have continued to rise, particularly when moving from a previous position. Since the 1983 managerial study, males' average salary was increased 7.9 percent, females' 7.7 percent.

Median Salary	*Total*	*Male*	*Female*
Prior to current position	$35,000	$36,000	$25,500
Current position	43,500	47,000	32,000
Dollar increase	8,500	11,000	6,500
Percentage increase	24.2%	28.2%	25.4%

Mean Salary	*Total*	*Male*	*Female*
Prior to current position	$36,443	$39,063	$27,135
Current position	46,575	50,196	34,163
Dollar increase	10,102	11,133	7,028
Percentage increase	27.7%	28.5%	25.9%

14. Perquisites available with the job.

In this group of managers, the most popular benefits were performance-related or traditional retirement annuities. Although there is overlap between the range of benefits made available both to top management and to lower middle management, there are sharp differences too. Whereas the most frequently available perquisites for executives were cash bonuses, stock options, and company-leased cars, the managers in this study reported the most commonly available perquisites were retirement annuities, stock purchase plans, and cash bonuses (52.6, 48.0, and 40.7 percent, respectively).

Kinds of Perquisites	*Total*
Retirement annuity	52.6
Stock purchase plans	48.0
Cash bonus	40.7
Deferred compensation plan	27.5
Company-leased automobile	22.8
Stock options	22.5
Club membership	16.1
Low-cost loans	16.1
Financial planning	9.4
Employment contracts	3.7
Other	10.7

15. At your level in the organization is it considered important that you will —

— Participate in external political activity?

When answering this question on a value scale from 1 highest to 5 lowest, nearly a third of the managers suggest political activity is "Very Unimportant" in their firm. At their level, below the position of vice-president, the mean of 3.5 is the lowest for all activities we queried.

— Encourage a mentoring process?

Not quite half, or 45.7 percent, of all managers consider a mentoring process either "Important" or "Very Important" in their company. At the other extreme, one in five feel a mentoring process is "Unimportant" or "Very Unimportant."

— Work a certain number of hours a week?

The mean number of hours worked a week was 48.9, the median 40, and the mode was 50. Male managers worked, on average, two hours more a week (49.4 hrs./wk.) than their female counterparts (47.4 hrs./wk.). By contrast, executives for 1985-86 — chairmen, presidents, and vice-presidents — worked, as a whole, 56.1 hours a week. As one rises in the hierarchy of an organization either one must or one desires to spend more time on the job.

— Support informal/formal communication?

Managers consider both forms of communication about equal in importance. Thus, while the more formal mode of communication — written reports, staff meetings — received 53.6 percent "Very Important" rankings, informal communication — phone, impromptu meetings — is close behind in the communication category at 49.4 percent. Each mode of communication is therefore considered important in an organization. Not surprisingly, neither form of communication received many "Very Unimportant" votes.

— Comment on social problems?

Managers give about an equal split to "Very Important," "Neutral," and "Very Unimportant" when encouraged to comment on social issues. The mean ranking of 3.0 suggests no firm consensus for commenting on social issues.

— **Develop an effective management succession program?**

High importance is given the concept of developing a management succession program, with over 70 percent of the managers considering it important. About 10 percent feel such a program is not important.

— **Link personnel/human resources management to the enterprise's general strategic management?**

Fully 76 percent of the respondents feel that at their level in an organization it is important to link human resources planning with the overall strategic plan for an organization. Such positive affirmation should give heart to personnel directors who occasionally feel their departments are only casually linked to the overall plan of a company. About 7 percent of all respondents feel such a linkage is not important.

		Very Important				*Very Unimportant*
Company Activity	*Mean*	*1*	*2*	*3*	*4*	*5*
Political activity	3.5	3.6	16.8	36.7	11.8	31.2
Mentor	2.7	11.4	34.3	34.8	9.3	10.2
Hours of work/wk.	48.9					
Formal communication	1.5	53.6	36.5	7.3	1.9	0.7
Informal communication	1.6	49.4	36.6	10.9	2.2	0.9
Social problems	3.0	8.6	21.9	40.1	14.7	14.7
Succession program	2.1	31.5	38.7	19.2	6.2	4.4
Personnel/H.R. linked with strategic management	1.9	38.6	38.2	15.6	4.5	3.1

EDUCATION

16. Education.

The managers who participated in the management education programs are well educated; this finding is comparable to that found in the studies on the newly promoted executives. Nearly 80 percent of the managers have obtained an undergraduate degree, and an additional 16.9 percent have some college education. Slightly over 3 percent have not gone to college. These findings point to the inescapable conclusion that managers are college educated and that this trend will continue.

Education Level	*Total*
Less than high school	0.1
High school graduate	3.2
Some college, no degree	16.9
Received undergraduate degree	79.8
	100%

— By major field of study.

The most common undergraduate majors of the managers were Business Administration (34.4 percent), Engineering (21.8 percent), and Science and Mathematics (13.2 percent). Surprisingly, managers concentrating in the Humanities and Liberal Arts were noticeably less. Apparently, more managers of business enterprises have obtained a professionally oriented undergraduate education.

Just over 30 percent of the managers have obtained an advanced degree, and among those who had a graduate degree, 49.5 percent obtained it in Business Administration. Engineering and Science and Mathematics were a distant second and third. The emphasis on professional technical education at the undergraduate level is carried forward into the managers' graduate education.

Major Fields of Study	*Undergraduate Degree*	*Graduate Degree*
Business Administration	34.4	49.5
Engineering	21.8	13.2
Science and Mathematics	13.2	11.6
Social Science	9.8	3.8
Behavioral Science	6.1	5.0
Humanities and Liberal Arts	4.7	1.6
Law and Prelaw	0.1	3.3
Other	9.9	12.0

— By degree-awarding schools.

Where did those managers and executives obtain their college or university education? Over 200 different colleges and universities as well as schools in Canada, the United Kingdom, and other foreign countries were represented in the study, although over 95 percent of the managers had attended U.S. schools.

Undergraduate College/University		*Graduate College/University*	
Mich. State Univ.	3.7	Univ. of Michigan	8.0
Univ. of Michigan	3.5	Mich. State Univ.	5.2
Purdue	2.4	Wayne State Univ.	4.4
Univ. of Wisconsin	2.2	Northwestern Univ.	2.8
Wayne State Univ.	1.9	Purdue	2.8
Indiana Univ.	1.5	Columbia	2.8
Univ. of Illinois	1.4	Univ. of Wisconsin	2.0
Western Mich. Univ.	1.4	Univ. of Minnesota	2.0
General Motors Inst.	1.4	Ohio State Univ.	2.0
Ohio State Univ.	1.3	Indiana Univ.	1.9
Univ. of Minnesota	1.2	Cornell	1.6
Penn. State	1.1	Univ. of Illinois	1.2
Univ. of Toledo	1.0	Univ. of Chicago	1.2
SUNY (Albany)	0.9	Western Mich. Univ.	1.1
Univ. of Texas	0.9	Univ. of Detroit	0.8

17. For the student who plans to follow an undergraduate degree with graduate/professional study, what would you recommend for an undergraduate major and for graduate work as the best preparation for a management career?

At the undergraduate level, 50 percent would recommend business administration — followed by engineering at 28.4 percent — as the course of study to prepare one for a career in management. The ordering is a bit out of sync with executives in 1985-86 who first suggest engineering at 29.1 percent which is followed by humanities and liberal arts at 27.6 percent. Managers in the current study also give considerably less emphasis to humanities (10.5 percent) than do the newly promoted executives. Whether this trend will continue will be answered as additional data are collected.

At the graduate level, business administration also receives the strongest support, 76.1 percent, quite parallel with the responses of newly promoted executives, 73.3 percent of whom recommend a business administration degree when pursuing graduate/professional study. Science and mathematics was a distant second. No other areas are recommended for graduate work.

Undergraduate Study	*Percentage Recommending*
Business Administration	49.2
Engineering	28.4
Humanities and Liberal Arts	10.5
Science and Mathematics	6.4
Social Sciences	3.2
Behavioral Science	1.5
Prelaw	0.2
Other	0.6
	100%

Graduate Study	*Percentage Recommending*
Business Administration	76.1
Science and Mathematics	23.8
	100%

18. Assuming the study of business administration best prepares a young person for a career in general management, how important are the following courses as part of the preparation?

In preparation for a career in general management these managers gave the highest overall ranking to both oral and written Business Communication, followed by Business Policy and Planning and Computer/Information Systems. Relatively high rankings were given to such functionally related courses as Finance, Accounting, and Marketing. Intermediate in the ranking structure were Personnel and Industrial Relations, Business Economics and Public Policy, Business Law, and Production/Operations. The lowest rankings were given to Statistics, International Business, and Advertising/Sales Promotion.

These managers seem to be emphasizing certain tool courses and an orientation that cuts across all functional areas as most helpful in preparing for a career in general management. However, they are also stressing the importance of a strong functional preparation. The well-prepared student must have a well-rounded education composed of a general perspective as well as specific tools. Executives, by contrast — following their initial positioning of communication — place more stress on preparation in Finance (second); Accounting (third); and Computer/Information Systems (fourth).

	Mean	Very Important 1	2	3	4	Very Unimportant 5
Business Communication — Oral	1.24	79.5%	17.9%	2.1%	0.2%	0.2%
Business Communication — Written	1.25	78.0	19.3	2.3	0.2	0.2
Computer/Information Systems	1.54	53.4	39.8	5.7	0.8	0.2
Business Policy/Planning	1.64	47.5	41.8	9.2	1.2	0.3
Finance	1.75	39.9	46.9	11.2	1.7	0.3
Accounting	1.81	37.4	47.3	12.3	2.6	0.4
Personnel/Industrial Relations	1.88	36.0	43.8	16.6	3.3	0.3
Marketing	1.88	36.9	46.2	14.1	2.4	0.3
Business Economics/Public Policy	1.90	31.9	48.9	16.2	2.6	0.3
Business Law	2.03	26.0	49.4	20.5	3.5	0.5
Production/Operations	2.07	25.3	47.6	22.2	4.4	0.5
Statistics	2.27	18.1	45.6	28.2	7.0	0.9
Advertising/Sales Promotion	2.30	14.5	47.8	30.6	6.4	0.7
International Business	2.59	10.3	35.1	41.4	11.4	1.8

PERSONAL

19. Age and retirement.

It should come as little surprise that the managers are relatively young, their mean age being 38.3, approximately ten years younger than top level executives. Interestingly, women managers in this study are, on average, 4.7 years younger than their male counterparts (the mode is 5 years).

Age in Years	*Total*	*Male*	*Female*
Mean	38.3	39.4	34.7
Median	38.0	39.0	33.3
Mode	36.0	38.0	33.0

A striking difference occurs between managers and executives regarding retirement age, the former indicating 55, the latter 65, as measured by the mode. The mean retirement age for managers is 59.8, for executives it is 61.8, suggesting that as one ages there may be a tendency to push the retirement age back a little. As is to be expected, managers tend to think of retirement in five year clusters, there being concentrations at 50, 55, 60, and 65. Just over 41 percent of the managers have made no decision regarding a retirement age.

Age at Retirement	*Total*	*Male*	*Female*
Mean	59.8	59.8	59.4
Median	60.0	60.0	60.0
Mode	55.0	55.0	55.0

20. Sex.

Nearly 80 percent of the managers were males. However, it is interesting to observe that companies are sending female managers to management education programs as part of their career development. This trend should be monitored through the years. Apparently, larger numbers of women are moving into managerial positions, but it is not clear if they are moving beyond first level management positions. Future surveys should provide some partial answers to female participation and mobility within firms' managerial hierarchies.

21. State or country of birth.

Three quarters of the managers were born either in the Midwest or in the East, 53.7 percent and 26.4 percent respectively. A lesser number were born in the Southeast (6.8 percent); the Southwest (3.9 percent); and the West (4.3 percent). Great Britain, Canada, Germany, and India were the most often mentioned foreign countries of birth.

Most Commonly Mentioned States	*Percentage*
Michigan	16.9
Ohio	9.8
Illinois	8.5
New York	7.9
Pennsylvania	7.1
Indiana	4.8
Wisconsin	2.8
Texas	2.8
Massachusetts	2.6
Missouri	2.2

22. Order of birth.

Of the managers, fewer than 9 percent were only children. Of the remainder who had brothers and sisters, over one-third were the first child. A view of the following table suggests parallel conclusions for executives where, again, the first child has a better chance of reaching a higher executive level.

Order of Birth	*Managers*	*Executives*
Only child	8.6	11.9
First child	37.4	41.1
Middle child	29.9	23.4
Last child	24.1	23.6
	100%	100%

23. Income level of the parental home.

As a whole, two-thirds of the managers came from middle income homes (66.9 percent), followed by lower (27.0 percent), and upper income homes (6.1 percent). Data for top level executives are similar, suggesting that both groups had their beginnings in relatively modest surroundings.

Income Level of Home	*Total*
Upper	6.1
Middle income	66.9
Lower income	27.0
	100%

24. Parents' single predominant occupation.

Throughout the years considerable interest has been focused on the homelife of American managers and executives. In the 1986 study of the newly promoted executives, the predominant occupation of the executives' parents was of some importance. It was found that over 80 percent of the executives' mothers were homemakers while a sprinkling were employed in office and clerical positions or worked as professionals. For the executives' fathers, about 30 percent were officials and managers while another 20 percent were professionals or sales managers. That is, over 50 percent of the executives had fathers who held managerial, professional, or white collar jobs.

What about the predominant occupations of the parents of the managers? For 74 percent of the management group, their mothers were homemakers while 8.7 percent held office and clerical jobs and 5.7 percent were professionals.

For the fathers, 22.3 percent were officials and managers, 15.6 percent were professionals, and 14.0 percent were laborers. These results are slightly different from those reported in the executive study. Perhaps the most surprising finding in this study of managers is the large percentage of fathers who worked at blue collar type jobs during the managers' childhoods.

Predominant Occupation	*Mother*	*Father*
Homemaker	74.0%	76.0%
Office Clerical	8.7	3.6
Professional	5.7	15.6
Laborer	2.8	14.0
Service Worker	2.7	4.6
Sales	1.6	9.9
Officials and Managers	1.4	22.3
Skilled Crafts	.9	14.7
Operative	.8	4.8
Technician	.8	4.5
Farmer	.5	5.2
Other	—	.4
	100%	100%

25. Religion.

Most managers are Protestant; nearly one-third are Catholic, then come those with no religion followed by Jewish and the category "Other."

Religion	*Total*
Protestant	52.0
Catholic	36.1
None	6.0
Jewish	3.3
Other	2.5
	100%

26. Race.

Among the managers who participated in this study, 93.4 percent were white and 4.0 percent were black. Hispanics and Asians followed far behind. At least for this group, U.S. management is still the stronghold of the white male. Minority group members still have not penetrated the management ranks in large numbers, nor are they being sent to external management education programs in noticeable numbers.

Racial Background	*Total*
White	93.4%
Black	4.0
Hispanic	1.2
Asian	.8
Other	.6
	100%

27. Marital Status.

In excess of 77 percent of the male managers are married to their first spouse. That high percentage — by today's statistics — decreases precipitously to 42.9 percent in the female managers. Nearly 25 percent of the females have never married as compared to 5.5 percent of the males. More females are currently divorced (15.1 percent) than males (3.8 percent). Few male or female managers live with someone but are not married, and only a few have married for the third time.

Marital Status	*Total*	*Male*	*Female*
Never married	9.6	5.5	24.5
1st marriage	69.6	77.2	42.9
Live with someone but not married	1.2	0.8	2.4
Separated	1.3	1.0	2.3
2nd marriage	10.7	10.8	10.5
Divorced	6.4	3.8	15.1
3rd marriage	.3	.9	1.3
Widowed	1.5	.1	.9
	100%	100%	100%

28. Employment status of spouse.

Clearly, the women managers in this study contribute to a dual income family, as 95.2 percent of those who are married have full-time working spouses, in strong contrast to the male managers where only 30 percent of their spouses work. Additionally, where the male is a manager and the dominant breadwinner, 47.3 percent of the spouses do not work, again, in vivid contrast to the married woman manager where only 2.7 percent of the spouses are not employed. The conclusion is firm: among women managers there is overwhelming evidence that their husbands will also work.

Employment Status	*Total*	*Male*	*Female*
Full time employment	40.0	30.0	95.2
Part time employment	19.5	22.7	2.1
Not employed	40.5	47.3	2.7

29. Classification of spouse's occupation.

Nearly half of those spouses currently employed fall into the category of the professional (41.7 percent); followed by office/clerical (20.1 percent); managerial (12.9 percent); and technical (9.1 percent).

Occupation of Spouse	*Total*
Professional	41.7
Office/clerical	20.1
Managerial	12.9
Technical	9.1
Sales	8.9
Sole proprietor	3.8
Other	3.3
	100%

30. Importance of spouse's contribution.

The spouses of these managers have contributed to their business success by offering emotional support and maintaining a well-run home. In this respect the spouse ministers to the manager's personal needs in a critical way. Surprisingly, the managers don't view their spouses' participation or involvement in company-related activities as of significant importance for business success.

31. Serious problems in economy today and in three years.

For managers in the sample the paramount issue today is an Unbalanced Budget (54.7 percent); followed by Low Productivity (45.0 percent); and Global Competition (35.8 percent). Top executives position the same three concerns in the top three, but place Unbalanced Budget first; Global Competition second; and Low Productivity third. Managers then follow their top three concerns with High Interest Rates (33.6 percent); Unemployment (27.3 percent); and Government Intervention (26.4 percent). Most frequently mentioned issues in the category "Other" included low capitalization, outmoded plants, retraining the work force, unions, poor management, and quality control. A comparison of data from top-level executives is also included in the table.

Serious Problems in Economy Today	*Percentage of* Managers *Listing Issues as 1 of 3 Major Concerns*	*Percentage of* Executives *Listing Issues as 1 of 3 Major Concerns*
Unbalanced Budget	54.7	76.9
Low Productivity	45.0	49.5
Global Competition	35.8	57.8
High Interest Rates	33.6	21.2
Unemployment	27.3	9.7
Government Intervention	26.4	35.8
Consumer Confidence	23.9	10.5
Inflation	18.4	5.6
Employee Unrest	13.8	5.1
Other	4.8	9.6

After three years the managers suggest that the Unbalanced Budget issue will still be with us (55.4 percent); suggesting Global Competition second (45.9 percent) and Inflation third (35.4 percent). Other issues seen by both managers and top executives to be important three years from now are displayed in the following table.

Serious Problems in Economy Today	*Percentage of Managers Listing Issues as 1 of 3 Major Concerns*	*Percentage of Executives Listing Issues as 1 of 3 Major Concerns*
Unbalanced Budget	55.4	59.6
Global Competition	45.9	54.5
Inflation	35.4	33.2
High Interest Rates	32.3	22.6
Low Productivity	32.1	35.6
Government Intervention	30.7	33.0
Unemployment	24.4	12.7
Employee Unrest	16.7	9.5
Consumer Confidence	11.9	10.0
Other	5.3	7.3

LIFESTYLES

32. Height and weight.

The median height and weight of the male managers was 5'11" and 180 pounds; females 5'5" and 129 pounds. Without knowing body frames and body fat, males are about 20 pounds overweight and females are within the expected range.

Height	*Male*	*Female*	*Weight*	*Male*	*Female*
5 ft. or under	0.0	4.8	110 lbs. or under	0.0	8.6
5'1" to 5'3"	0.3	20.5	111 to 130	0.7	50.3
5'4" to 5'6"	3.1	47.7	131 to 150	6.4	26.8
5'7" to 5'9"	23.6	24.0	151 to 170	23.5	10.5
5'10" to 6'0"	46.7	3.0	171 to 190	36.5	2.5
6'1" to 6'3"	22.2	0.0	191 to 210	20.2	1.3
above 6'4"	4.1	0.0	above 210	12.7	0.0
	100%	100%		100%	100%

33. Smoking and drinking.

Approximately 20 percent of the managers in this study currently smoke, and they average 20 cigarettes per day. The number of smokers continues to decline as evidenced by the large number of ex-smokers (33.6% male and 24.9% female). Managers who report being drinkers remains around 60 percent; they report consuming 7 or 8 drinks per week.

Smoking	*Male*	*Female*
Current smoker	21.5	19.5
Ex-smoker	33.6	24.9
Nonsmoker	44.9	55.6
	100%	100%
Cigarettes per day	20	20

Drinking	*Male*	*Female*
Current drinkers	66.3	56.4
Ex-drinkers	2.3	1.8
Nondrinkers	31.3	41.9
	100%	100%
Drinks per week		
beer	4.0	3.0
wine	2.0	2.0
liquor	2.0	2.0

34. Miles driven and seatbelt usage.

The average number of miles driven (19,310) is greater than we see in the general population. Male managers report more miles driven than female (19,857 vs. 17,286). To the credit of both sexes, their seatbelt usage is better than that of the general population; only 5 percent of the managers don't use seatbelts at least 10 percent of the time. Over two-thirds of both sexes use seatbelts over 90 percent of the time.

Miles Driven	*Males*	*Females*
Less than 10,000	4.2	12.9
10,001 to 20,000	66.7	55.6
20,001 to 30,000	20.5	25.4
30,001 to 40,000	6.0	2.5
More than 40,000	2.6	3.6
	100%	100%

Seatbelt Usage	*Males*	*Females*
Less than 10%	4.2	3.7
10-25%	8.7	7.5
26-74%	15.4	8.6
75-89%	4.5	7.6
90% or more	67.2	71.6
	100%	100%

35. Level of physical activity.

The reported level of physical activity mirrors that of the general population. Just under 45 percent of the managers report regular physical activity (sustained physical exertion such as walking briskly, running, lifting, and carrying — at least three times per week). Less than 15 percent report little or no physical activity. It will be interesting to determine whether the level of physical activity will increase at a rate parallel to management's increasing emphasis on physical fitness.

Level of Physical Activity	*Male*	*Female*
Regular	43.8	43.0
Occasionally	44.4	42.0
Little or none	11.8	15.0
	100%	100%

36. Blood pressure.

Forty-eight percent of the male managers and 36.7 percent of the female managers knew their blood pressure. The percent of managers who knew their blood pressure was expected, considering their level of education, although it was higher than it would have been in the general population. Of those managers who knew their blood pressure, approximately 13.5 percent of the men and 2.3 percent of the women were borderline high blood pressure (systolic considered above 140); 14.2 percent of the men and 6.5 percent of the women were in excess of the borderline diastolic level of 90.

The 51.3 percent male and the 63.3 percent female managers who did not know their blood pressures may be at risk.

Systolic	*Male*	*Female*
Less than 110	6.3	27.3
110-119	21.6	37.8
120-139	58.6	32.6
140-159	12.1	1.7
160 or greater	1.4	0.6
	100%	100%

Diastolic	*Male*	*Female*
Less than 70	8.2	29.4
70-79	29.6	37.1
80-89	48.0	27.0
90-99	11.6	4.1
Greater than 100	2.6	2.4
	100%	100%

37. Blood cholesterol.

As in the general population, approximately 10 percent of the managers knew their cholesterol levels which for male managers was considerably higher than for their female counterparts (206 mg vs. 176 mg). Regardless of the relative risk (male vs. female) the managers have, in general, considerably better levels than those reported in the general population (223 mg). As with blood pressure readings, the real danger may be in the population of managers who do not know their cholesterol levels.

Cholesterol Level	*Male*	*Female*
Less than 160	15.4	32.1
160-179	12.8	17.9
180-199	12.8	17.9
200-219	19.5	10.7
220-239	14.4	7.1
240 or greater	25.1	3.6
	100%	100%

38. Hours of sleep.

Male and female managers report approximately the same number of hours (7) of sleep per night. This is the same as reported by the general population.

Hours of Sleep per night	*Male*	*Female*
6 hours or less	23.8	21.3
7 hours	58.2	56.2
8 hours	17.4	21.7
9 hours or more	0.6	0.9
	100%	100%

39. Social ties with family and friends.

More female managers (55.0 percent) report "very strong" social ties with family and friends than male managers (42.3 percent). When the "about average" reports are added there is no difference between male and female values. The strength of social ties is considered important as a buffer for handling excessive "stress" in one's life.

Strength of Social Ties	*Male*	*Female*
Very strong	42.3	55.0
About average	49.0	39.7
Weaker than average	8.6	5.4
Not sure	0.2	0.0
	100%	100%

40. Personal loss in past year.

It is widely accepted that serious personal loss can be detrimental to performance. Female managers report serious losses (one or more in the past year) at a higher rate (27.4 percent) than the male managers (15.4 percent). Our definition of serious personal loss is defined as a job loss, disability, divorce, separation, jail term, or death of a close person.

Number of Personal Losses	*Male*	*Female*
None	84.6	72.6
One serious loss	13.1	20.5
Two or more serious losses	2.3	6.9
	100%	100%

41. Overall physical health.

One of the best predictors of future health is one's perception of his or her current health status (considering your age, how would you describe your overall physical health?). Over 90 percent of both the male and female managers report excellent or good physical health, at a mean age of 39.4 for males and 34.7 for females.

Rating of Physical Health	*Male*	*Female*
Excellent	39.4	45.4
Good	53.5	50.3
Fair	7.1	4.1
Poor	9.1	0.2
	100%	100%

42. Job and life satisfaction.

For many of us, life satisfaction is the "bottom line." Over 80 percent of the managers (86.6 percent of the males and 81 percent of the females) report being completely or quite satisfied with their life. Nineteen percent of the female and 13.3 percent of the male are somewhat or not very satisfied.

Not surprisingly, satisfaction with the job ("I am satisfied with my job") is similar to life satisfaction although slightly more positive. Ninety percent of the males and 88.3 percent of the female managers agree strongly or agree. The similarity of the two scales indicates a good predictive relationship (as expected in the American society) but the slightly lower life satisfaction scores indicate an influence outside the job. Sometimes the job pressures (50-60 hours per week) cause strain in the other aspects of one's life.

Life Satisfaction	*Male*	*Female*
Completely	15.7	10.4
Quite	70.9	70.6
Somewhat	12.5	18.4
Not very	0.8	0.6
	100%	100%

Job Satisfaction	*Male*	*Female*
Agree strongly	27.9	30.0
Agree	62.3	58.3
Disagree	9.2	10.7
Disagree strongly	0.7	0.6
	100%	100%